

# to Neighbor Neighbor



## 2024-2026 Strategic Plan Executive Summary

Neighbor to Neighbor has been in the “neighbor” business for all of our 50-year history, providing food and clothing to the community. With a goal to reach more families in the coming years, Neighbor to Neighbor embarked on the development of a strategic plan to develop a three-year roadmap for the organization. After many months of careful discernment and work, that strategic plan was unanimously approved by the board in the summer of 2024. The strategic plan allows Neighbor to focus on growing programs and services, strengthening work around marketing and communication, all while maintaining focus on financial sustainability. The goal is to improve the lives of residents throughout Greenwich by creating access to nutritious food, clothing and other essentials in an atmosphere of kindness and respect. The plan is driven by these key priorities:

1. **MISSION-FOCUSED** – Neighbor to Neighbor remains dedicated to being best in class in providing access to food, clothing, and other essentials to those in need in Greenwich.
2. **FINANCIAL SUSTAINABILITY** – Neighbor to Neighbor’s goal is to grow and diversify sources for long-term financial sustainability. The organization will continue to be good stewards, striving for increased funding and balanced budgets.
3. **CLOTHING** – With demand for clothing clearly defined by our families, Neighbor to Neighbor will determine the best model for distribution and efficiency, utilizing the newly created Clothing and Essentials Room opened during the pandemic while maintaining distribution of personal and household items.
4. **REACH** – Food insecurity has increased significantly and more households in Connecticut live below the ALICE (**A**sset **L**imited **I**ncome **C**onstrained **E**mloyed) threshold, the minimum amount of income needed to live and work in the modern local economy. Neighbor to Neighbor desires to reach more families and will explore partnership opportunities to expand programming and services with key stakeholders who complement and strengthen its mission.
5. **VOLUNTEERS** – Historically depending on a strong volunteer network to assist and supplement staff members with day-to-day operations, Neighbor to Neighbor will need to look to reengage its volunteers post-COVID and develop creative ways to attract a broader and diverse group for service.
6. **DATA** – Recognizing that data and metrics are foundational to measuring and improving program effectiveness, Neighbor to Neighbor will seek to leverage technology to strengthen internal procedures, processes, and outcomes.
7. **FLEXIBILITY** – The best plans are flexible and open to change and adaptation.

### MISSION

Neighbor to Neighbor strengthens the Greenwich community by providing access to nutritious food, clothing, and other essentials in an atmosphere of kindness and respect.

### VISION

We envision a caring community where everyone has access to nutritious food, clothing, and other essentials.



**THE FUTURE:** Having updated the Mission and Vision statements to properly reflect the organization's current needs, the Strategic Planning Committee focused on developing intentional goals and strategies, addressing four focus areas; fundraising, programs and services, marketing and communications, and human resources. Food assistance, including a client choice pantry, summer supplement program and an emergency food program, is the heartbeat of Neighbor to Neighbor. Strong community partnerships including the Department of Human Services promote Neighbor's ability to serve the Town of Greenwich and deliver goods to neighbors. Improving the array of healthy food choices and exploring broader distribution options with the intent of reaching more families is a core goal of the plan.

Neighbor is committed to taking thoughtful and meaningful steps to revive acceptance of donations of gently used clothing while exploring additional options for new items, all of which in combination will allow clients to again select items of need.

Community awareness will be broadened through increased social media usage and a broader online presence featuring refreshed marketing materials. Fundraising is a critical area for growth, and Neighbor to Neighbor will set out to grow and diversify funding sources, seeking and identifying opportunities to help meet increasing demands while continuing to be good stewards of the funds entrusted to the organization. As Neighbor to Neighbor looks toward long-term growth and sustainability, it will create dynamic teams where staff, board and volunteer skills and talents can be best utilized to support the critical work and mission.

## Goals and Strategies

A complete analysis of strengths, weaknesses, opportunities, and threats (SWOT) was performed. Four strategic opportunities for growth, efficiencies and improvement were identified by the Committee and an action plan for each was developed.

1. **FUNDRAISING** – *Increase and diversify funding sources to better position Neighbor to support growing operating needs and ensure future sustainability.*
2. **PROGRAMS & SERVICES** – *Provide food, clothing, and other essentials to more neighbors through enhanced services and dynamic community partnerships.*
3. **MARKETING & COMMUNICATIONS** – *Expand brand awareness for Neighbor to better support clients and services through increased engagement, exposure, and advocacy.*
4. **HUMAN RESOURCES** – *Attract and retain a diverse group of staff, board, and volunteers who all feel appreciated and valued, and who are committed to fulfilling the mission of Neighbor to Neighbor.*

The full plan and strategies are available on the Neighbor to Neighbor website.

## Neighbor to Neighbor Core Values

At Neighbor to Neighbor, we are:

### Welcoming

We respect the dignity of every human being and endeavor to create a positive environment for our community of clients, donors, volunteers and staff.

### Responsive

We strive to deliver the highest quality services in a professional manner.

### Collaborative

We recognize we can't do it alone and value all our relationships and community partnerships.

### Accountable

We serve as wise stewards of our human, material and financial resources.